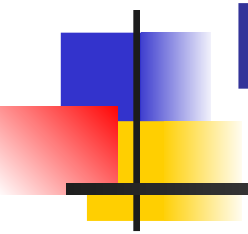


DACOWITS

3 Dec 02

Charter

advice and recommendations on matters and policies relating to the recruitment and retention, treatment, employment, integration, and well-being of highly qualified professional women in the Armed Forces. In addition, the Committee shall provide advice and recommendations on family issues related to the recruitment and retention of a highly qualified professional military

Theme

- Advise the Department on the effects of Transformation and The Global War on Terrorism on recruitment and retention, treatment, employment, integration, and well-being of women and families.

Goal

- The committee will provide the Department fact based recommendations through research, focus groups, service input, and other resources available to the committee in an annual report.

Committee Information Resources

Methodology	Participant	Research Effort	Requirement	Objective	REMARK	
Focus Groups	DACOWITS Members /Services	Conducted at Installations	Two installations per member –	Service member feed back	Focus groups data to be compiled by Contractor.	
Research Review	Consultants	Current writings in topic area	As requested by Committee	Current Research in topic area		
Surveys	Contractor Support / DMDC	Available survey data	As Requested by Committee	Survey data to assist in research efforts		
Department/ Service Information	Services Department /OSD	Briefings on topic areas	As requested by committee	current policy		
				Report Due		

Metrics

- Committee recommendations that are incorporated into the Department Strategic HR Plans.
- Identify emerging trends that can be moved to DMDC/services for development in surveys and long range tracking by the committee/services and/or the department.
- Committee recommendations that are adopted by the department/services as new programs, policy, or legislation.
- Recommendations or trends that are identified in the Status Of Forces (SOF) Briefings and resolved or assisted in being resolved by Committee efforts.
- Trends identified by the committee and tracked in the SOF.

Products Required

- Installation Letter for Each Installation visited outlining positive areas and areas of concern for the Installation commander.
- Annual Report which identifies a vision, scope, process, goals, metrics, supporting research, current policies and recommendations that would support the stated topic.

Committee Topics

- Women's Health (HR Strategy)
  - 04 Legislation allows family members to choose between on post and off post OB/GYN facilities. How do we keep our customers on post?

- How do we improve retention rates and reduce attrition rates over the course of a career. (HR Strategy)
  - Look at career paths intermittent service, "lateral" entries, and "total Force" participation?
  - Why is female officer retention lower than DoD officer retention at critical career decision-making points in their service?

- Effects of Deployments on Families (Social Compact)
  - What can the services do to enhance family readiness to support war fighters as the US prosecutes the Global War on Terror?
  - How can Installations better Support families and services members under the long-term nature of the GWOT.
  - What do families want?

Committee Topics (con't)

- What makes the military the preferred occupational or career choice? (HR Strategy)
  - How do we recruit, utilize and retain a force for the present and future?
- What do we know about Spousal Employment (Social Compact)
  - What is the general nature of spousal employment and how does it effect the service member's decisions and quality of life?
- Alternatives and Preferences for Housing in all Ranks (Social Compact)
  - Preferences to live on post or off post, is it driven by schools, services, security?

TIMELINE

- Dec 3-6 New Member Training
- Late Jan Meeting – Issue Briefs
- Feb Test Protocol
- Mar 6 Installation Visits
- Apr 6 Installation Visits
- May Meeting– Installation Visit Results.

TIMELINE (cont.)

- Aug Meeting – Final Research Report from contractor; start on recommendations.
- Oct Meeting – Survey Results. Finalize recommendations.

FOCUS GROUPS

- Installation visits 12
  - 12 members + Chair
  - 2 person team
  - 2 visits per person
- Focus groups per visit 5
- Total # of focus groups 60

FOCUS GROUP DISTRIBUTION

RANK	FEMALE Groups	MALE Groups	FAMILY Groups	REMARKS 10-12 people
E1 – E4	5	5	5	5 installations would provide enlisted family members
E5 – E6	5	5		
E7 – E9	5	5		
CWO1 – O3	5	5	5	5 installations would provide officer family members
O4 – O6	5	5		
Total	25	25	10	60 Focus Groups

FOCUS GROUP LIMITATIONS

- Service-specific information may vary
  - Total installation visits 12
  - Service installation visits 2-3
  - # of focus groups per Service 10-15
  - Average # of each demographic 1
  - Normal # of each demographic needed to obtain proper sample 2

FOCUS GROUP LIMITATIONS

- Only 1½ hours to cover appropriate issues
  - Adding additional issues dilutes data
- Professional tabulating of focus groups results may exceed the resources of the committee

Sample Installation Schedule

DAY ONE

0900-0915	In-brief with Commanding Officer (committee team only)
0915-1000	The installation briefs a short introduction to the facility, including the mission and size, and be issue-oriented. This year, DACOWITS' issues center on the question _____
1000-1015	Break
1015-1215	Tour of installation
1215-1315	Lunch at military dining facility
1315-1330	Preparation time for DACOWITS members
1330-1500	1st focus group – military members
1500-1530	Members compile/organize focus group notes
1530-1830	Break
1830-2000	2nd focus group – family members
2000-2030	Members compile/organize focus group notes

DAY TWO

0815-0830	Preparation time for DACOWITS members
0830-1000	3rd focus group – military members
1000-1030	Members compile/organize focus group notes
1030-1200	4th focus group – military members
1200-1230	Members compile/organize focus group notes
1230-1345	Lunch
1345-1400	Preparation time for DACOWITS members
1400-1530	5th focus group – military members
1530-1600	Members compile/organize focus group notes
1600-1630	Preparation time for out-brief
1630-1700	Out-brief with Commanding Officer
1700	DACOWITS members depart

Recommended Installations

ARMY

Fort Lewis, WA (No record of visit to overall installation; last visited Madigan July 98)

Pop: 20,147 Active Duty (AD)

3d Brigade, 2d Infantry Div; 1st Brigade, 25th Infantry Div; Madigan Army Medical Center; 1st Special Forces Group (Airborne)

Fort Sam Houston, San Antonio, TX (Last visited August 97)

Pop: 13,612 AD

5th US Army Medical Command, Army Medical Department Center and School, Brooke Army Medical Center

AIR FORCE

Maxwell AFB, AL (near Montgomery) (Last visited February 97)

Pop: >15,000 AD and civ

Headquarters Air University (Air Education and Training Command), Air War College (AWC), Air Command and Staff College (ACSC); 42d Air Base. Gunter Annex home to College for Enlisted Professional Military Education, Officer Training School, Commissioned Officer Training, Standard Systems Group (Air Force Materiel Command), Air Force Logistics Management Agency

Eglin AFB, FL (near Fort Walton Beach) (Last visited May 01)

Pop: 8249 AD

Air Armament Center, Aeronautical Systems Center, 53d Wing, 33d Fighter Wing, 46th

Installations (con't)

NAVY

Naval Base Coronado (Naval Amphibious Base Coronado a Naval Air Station North Island), CA
(Last visited January 90 and August 99, respectively)
Could also get members from Naval Recruiting District, San Diego.

Pop: 50,000 AD and civilians when all ships in port

Commander, Naval Air Force; Commander, US Pacific Fleet; commanders of Carrier

Groups 1 and 7; 3 aircraft carriers + other ships, Naval Construction Battalion

Norfolk Naval Station, VA (Last visited August 94)

Pop: 82,896 AD

Norfolk Naval Shipyard, Naval Air Station Oceana, Naval Amphibious Base Little

Creek, 6 carriers, >100 ships. Portsmouth Hospital nearby.

MARINES

Camp Pendleton, CA (35 miles N of San Diego) (Last visited August 00)

Pop: 33,600 AD

1st Marine Expeditionary Force, 1st Marine Division, 1st Marine Service Support Group,

3d Marine Aircraft Wing

Marine Corps Air Station, Yuma, AZ (Last visited October 99)

Pop: 3806 AD

Marine Aircraft Group 13, Headquarters and Headquarters Squadron, Marine Aviation

and Tactics Squadron 1, Marine Wing Support Squadron 371, Marine Fighter Training

Squadron 401

Installations (con't)

COAST GUARD
Integrated Support Command (ISC) New Orleans, LA (Last visited USCG New Orleans March 01)

Combine with New Orleans NAS Joint Reserve Base.

Integrated Support Command (ISC) Boston, MA (No record of visit)

OSD RESERVE AFFAIRS
New Orleans NAS Joint Reserve Base, Belle Chasse, LA (Guard and Reserve) (No record of visit) and New Orleans Naval Support Activity (Last visited December 96)

Pop: 1750 AD, 3500 Reservists

Coast Guard Air Station, Fleet Logistics Support Squadron 54, 159th Tactical Fighter Group, Louisiana Air National Guard, 926th Tactical Fighter Group (Air Force Reserve).

NSA hosts Commander, Naval Reserve Force; Commander, Naval Air Reserve Force; Commander, Naval Surface Reserve Force; Marine Forces Reserve; 4th Marine Aircraft Wing, 4th Marine Division.

NATIONAL GUARD
ARMY AND AIR GUARD COMBINED
European sites

DACOWITS
FY 2003
PROPOSED INSTALLATION VISIT TEAMS

Chair: LtGen Carol A. Mutter, USMC, Retired*

Team

- Mrs. Catherine Aspy*
- Ms. Julie P. Hamre^

Team

- COL Vance Shaw, USAFR, Retired*^
- Senator J. P. Duniphan

Team

- Ms. Bonnie Fuller Ford*
- Mrs. Constance Horner^

Team

- COL Darryl Ladd Patillo, USAR, Retired*
- Ms. Rosalie (Ricky) Silberman^

Team

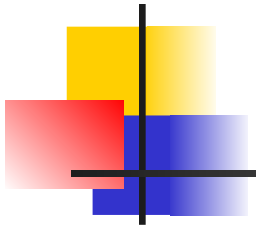
- Ms. Virginia Rowell*^
- Ms. Margaret Robson^

Team

- Dr. Lynda Davis*^
- Ms. Susan L. Patane

*Military experience (service member or spouse)

^Lives in the DC Metropolitan Area



BACKUP SLIDES

Employer of Choice Questions

- What attracted you to the [Army, Navy, Marine Corps, Air Force, Coast Guard, Reserves, Army National Guard, Air National Guard] instead of going to college, getting a job, traveling for a time?
  - Probe: Compare military service to civilian opportunities here, not service to service.
  - *Probe*: Why did you chose the [Army, Navy, Marine Corps, Air Force, Coast Guard, Reserves, Army National Guard, Air National Guard] over other options? Compare Service to Service information, one over the other.
  - *Probe*: What were you looking for?
- Would you recommend a military career to your daughter? To your son?
  - Probe: What would be your reaction to the possibility of your [daughter, son] joining the military?

Some Family Questions

- Overall, how family friendly is the military?
  - *Probe:* How does the military support family members?

- How can the support for families be improved?
  - *Probe:* What kind of support do you need?
  - Probe: Would you use technology (e-mail, internet, toll-free telephone) for obtaining services or would you if services were available via technology?

- How would you compare living on or off base and the associated costs.
  - Probe: Are you single or married.
  - Probe: What are your out-of-pocket costs?

- Is adequate off-base housing available within a reasonable distance from the installation?

Retention Questions

- Tell me about the positive aspects of your job.
  - *Probe*: What do you like most about your job?
  - *Probe*: What would you miss about your job if you left the military?

- What about your assignments have been personally satisfying?
  - *Probe:* Is it the tasks you preformed or accomplished?
  - *Probe:* IS it the people who led you, worked beside you or your subordinates?
  - *Probe:* What made your work meaningful?

- What makes you want to stay in the military?
  - *Probe:* How do you feel about your benefits, opportunities, mission, having a steady job?

- What makes it hard to stay in the military?
  - *Probe:* Do you have concerns about family issues; career opportunities; optempo?

Utilization/Transformation Questions

- To what extent are you doing what you were trained to do?
- How important do you feel that your assignments have been to the mission of your unit?
- Tell me about any barriers or constraints that you face on the job and in your military career.
  - *Probe:* How are barriers affecting your advancement or decision to stay?

GWOT/Installation Questions

- Tell me how the increase in deployments (OPTEMPO) affects your family life?
  - *Probe:* What, if any, are the additional stressors
- How might the military provide family support in light of increased OPTEMPO? (mobilization insurance? Compensate for those taken away from jobs?)
- What makes it hard to be part of a military family here? Do you have concerns about family issues; career opportunities; optempo?
- What is best about being part of a military family on this installation?

Female Officer Retention Rates

Questions not yet formulated.

PreNatal Care Active Duty Questions

- What is the barrier to our AD seeking care earlier on?
- Prenatal care numbers Nation average appears to be 83% in 1998, but what can we do to be better for everyone?
- Are the AD having trouble accessing care early because of conflicts with their military commitments as opposed to lack of available appointments?
- Is there a positive support or negative work climate associated with the special event, especially in work environment where Prevent Pregnancy campaigns are particularly active?

Topics Development-Service Input

After the general discussion of issues, services' POCs prioritized top five issues.

#1. Utilization

#2. Retention

#3. Health care/TRICARE

#4. Spousal employment

#5. Housing

Additional Topics from Services

- **Pregnancy**
  - Readiness
  - Effectiveness
  - Responsibility – legal cost/challenge/policy
  - Accountability
  - Education
  - Morale
  - Costly – unplanned loss

- **Child Care**
  - Availability 24/7
  - Access
  - Mandated pick-up time (law?)
  - Cost
  - Emergency Funding Utilization (Defense Emergency Response Fund (DERF))

- **Domestic Violence**

Questions for DACOWITS tied directly to the HR Plan

- What kind of Career, (contribution, duration, level of achievement, benefits,) in the military does the woman of the 21 Century expect. (Question #2 &5 HR PLAN)
- Can the military increase its representation of Women in the service? (Question #3)
- How do we plan to recruit and train women. Is it gender neutral. Are there artificial supports or barriers to recruiting and training women. (Question #4, Air Force)
- What policy, programs or legislation is required to support the right number of women, with the requisite skills and abilities are in the right places to support the force. (Question #6)

Questions for DACOWITS tied directly to the Social Compact

- Spouse Employment
  - For example, we want to know about military spouse employment - what are the salaries?
  - have they had to take a cut in salary at PCS moves?
  - how long does it take to get employment at a new duty station?
  - how does the spouse's employment impact the service member's decision to accept an assignment or the decision to remain in or leave the Service?
  - does the spouse work for the income or for the satisfaction work provides?
  - is the spouse able to maintain a career, particularly one of choice, given the transient nature of military service?
  - are there higher education opportunities available for spouses?

Questions for DACOWITS tied directly to the Social Compact

- On post and Off Post Services
  - How do service members and families find out about what services and programs are available on-base and off-base (word of mouth/command/don't know about services, etc.)?
  - Will they come back on-base in the evening for services?
  - Are services available in the evening or does the installation operate support services on a "9-5" basis?
  - Is there an installation avenue for their input?
  - How do they view the quality of services on base compared to off-base?
  - Do they use technology (e-mail, internet, toll-free telephone) for obtaining services or would they if services were available via technology?

Questions for DACOWITS tied directly to the Social Compact

- Housing and Junior Enlisted Housing Assignment Alternatives.
  - We are also interested in knowing their thoughts about living on or off base and the associated costs, particularly for both the single and married junior enlisted personnel.
  - What are their out-of-pocket costs?
  - Is adequate off-base housing available within a reasonable distance from the installation?

DACOWITS TOPICS

Preferred occupational or career choice?

- What makes the military the preferred occupation of choice?

- **Women's Health**
  - How can we improve the availability and accessibility of women's healthcare?
  - How do we keep our customers on post?

- **Women's Retention**
  - Will flexible career paths that allow for transition back and forth between the active component, reserves, and civilian life improve retention?
  - Why is female officer retention lower than the DoD officer retention at critical career decision-making points in service?

- **Effects of Deployments on Service and Family Members**
  - What can the Services do to enhance family readiness support to warfighters as the US prosecutes the Global War on Terrorism (GWOT)?
  - How can installations better support services members and families under the long-term nature of the GWOT?
  - What do families Want?